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ABSTRACT

Maryland's Employment Initiatives (EI) program was implemented in Fall 1982 to help Aid for Dependent Children applicants and recipients find unsubsidized employment. Baltimore City and Wicomico County were selected as the sites for two demonstration projects. To maximize limited resources, three agencies in each site--the State Work Incentive program, the Department of Social Services, and the Comprehensive Employment and Training Act (CETA) prime sponsor--combined their resources and expertise to plan and manage EI. Primary emphases were training, financial incentives, and supportive services. Development of an employability plan, an important activity for EI clients, called for client participation in one or more of these components: job search assistance, welfare grant diversion funded on-the-job training, public sector work experience, and occupational and remedial training. Although both the Baltimore City project--OPTIONS, and the Wicomico County project--Basic Employment Training (BET), had similar program components, participation in these components differed because of program structure. Active participant placement rates were 25 percent for OPTIONS and 74 percent for BET for an overall rate of 41 percent. Changes were planned for EI's second operational year, one reason being the end of CETA and emergence of the Job Training Partnership Act. (Appendixes provide placement data, names of organizations providing work experience sites, and a listing of typical work experience jobs.) (YLB)

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Employment Initiatives

First Year Report

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Office of Welfare Employment Policy
December 1983

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STATE OF MARYLAND

DEPARTMENT OF HUMAN RESOURCES

EMPLOYMENT INITIATIVES PROJECT

FIRST YEAR PROGRESS REPORT

December, 1983

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I. INTRODUCTION AND SUMMARY

A. Goal

The goal of Maryland's Employment Initiatives (EI) is to help AFDC applicants and recipients find unsubsidized employment. Such efforts contribute to the economic self-sufficiency of welfare clients, and enable taxpayers to realize reductions in public assistance costs. The Employment Initiatives achieves its goal by providing employment and training opportunities to participants in the Work Incentive (WIN) Program. A variety of program components including remedial education, skills training, on-the-job training, work experience and job search assistance are available to clients and tailored to their specific needs.

The Employment Initiatives is being tested in demonstration projects at two sites in Maryland: Baltimore City and Wicomico County. The projects began client intake in the fall of 1982. After one year of operation, over 40 percent of the clients who actively participated in the programs entered employment. The Manpower Demonstration Research Corporation (MDRC) is conducting a comprehensive evaluation of the effectiveness and efficiency of these projects in order to provide a basis for future recommendations regarding Statewide policy.

B. Combining Resources

Although programs such as WIN and CETA were designed to increase the employability of low income clients, in recent years limited resources have hampered employment and training service delivery to AFDC clients. Total funding for the WIN program in Maryland has declined from $8.9 million in FY 1976 to $5.4 million in 1982. Over the same period, total CETA funding in the state has declined from $87.8 million to $44.7 million.

In order to maximize limited resources, three agencies in each project site, the State Work Incentive (WIN) program, the Department of Social Services (DSS), and the CETA prime sponsor, combined their resources and expertise to plan and manage EI. During its first operational year, WIN, CETA and AFDC funds were pooled to maximize the resources available for employment services. Training and employment services were provided by a project team comprised of staff representing each agency.

C. Building on Experience

While the Employment Initiatives incorporates innovative services delivery and funding mechanisms, the services themselves are those proven by experience, both in Maryland and elsewhere. Over the past 10-15 years, much has been learned in the WIN and CETA programs about the most effective delivery of employment and training services. Likewise, the social service agencies have developed extensive expertise in dealing with client's support service needs. The Employment Initiatives builds on these foundations.

Based on this experience, the primary emphases of the Employment Initiatives is on:

- o Training in both substantive job skills and in the process of looking for a job.

- o Financial incentives to clients to participate in the program, and to employers to hire clients.

- o Supportive services, such as child care, to enable clients to look for and take jobs.

In addition, a variety of employment services are made available to clients.

D. Legal Authority for Changes to Existing Program Rules

The EI projects operate as part of Maryland's Work Incentive (WIN) Demonstration program, as authorized under Section 445 of the Social Security Act. Under this authority, the State can exercise greater discretion than in the past in providing employment and training services to AFDC clients. This flexibility is further enhanced by certain waivers granted by the federal government to provisions of Title IVA of the Social Security Act, the federal Statute governing the AFDC program.

E. Participation Requirements

Federal law requires that the participation requirements applicable to the WIN program under existing rules apply to EI. Thus, clients who would be exempt from WIN under existing rules, (for example, because they have a child under 6 or a disability), are exempt from the Employment Initiatives. Other clients are not required to participate if they can show good cause for not participating, such as lack of child care or transportation. Every effort is made by project staff to provide counseling and support to enable clients to overcome barriers to participation.

Each client has the opportunity, through a formal adjudication process, to show that good cause for non-participation exists. If good cause has been determined not to exist as a result of the adjudication process, the same sanctions that apply under the WIN program are imposed. These sanctions consist of a three-month reduction in the AFDC grant for the first instance of non-participation, (or termination of the grant in the case of an unemployed parent) and a six-month reduction for each subsequent instance.

F. Project Design: Delivery System

EI enhances the effectiveness of service delivery through closer coordination among the State and local agencies charged with serving AFDC clients: WIN, CETA and the Department of Social Services. EI employs a team approach, involving all three agencies in both planning and implementing the projects. Each project is operated by a single, unified staff, composed of employment and training staff funded by WIN and the CETA prime sponsor, and social services staff funded by WIN. Thus, the special expertise of each of the three agencies is joined and focused on the welfare recipient. The CETA staff brings to the project their contacts with local government and the local business community. The WIN staff brings experience in employment and training service delivery, particularly with regard to AFDC recipients. And social

services staff bring their experience in providing needed services, as well as their understanding of the income maintenance programs and systems with which each client must deal.

G. Project Management

The Mayor's Office of Manpower Resources (MOMR) was the lead agency for the Baltimore City Project, called OPTIONS. Working with MOMR was staff from the State Work Incentive (WIN) Program and the Baltimore City Department of Social Services (DSS). The Wicomico County project, called Basic Employment and Training (BET) was managed by the State Training and Employment Office (TEO), in coordination with WIN and the local DSS. Important operational issues were discussed and resolved by Project Management Teams which met on a monthly basis. These teams were comprised of representatives of the operational agencies and the staff actually involved in program implementation.

Management Boards made up of the directors of the agencies involved in the projects, or their representatives, along with other key actors met on a bimonthly basis to discuss and resolve policy issues regarding the Employment Initiatives projects. These boards facilitated interagency communication and provided a forum for resolving important issues. The Baltimore City Employment Initiatives Project Management Board consisted of the directors of MOMR, WIN, the City DSS, and the Employment Initiatives Central Staff. Additional members of the City Management Board included representatives of the Mayor's Office, the Manpower Demonstration Research Corporation (MDRC), Baltimore Blueprint, the Community Programs Administration, the Employment Security Administration and the OPTIONS coordinator. The Wicomico County Employment Initiatives Management Board consisted of the director of the local DSS, the Employment Initiatives Coordinator, the director of BET, and representatives from WIN, MDRC, and TEO.

H. Program Components

An important activity for Employment Initiatives clients is development of an employability plan. This plan is developed jointly by project staff and each client, based on an assessment of the client's employment potential and social service needs. The plan is signed by the client as well as project staff, to indicate that it represents the agreement of both parties. In the Baltimore City project, development of the employability plan is one of the first client activities.

The employability plan calls for the participation of the client in one or more of the following components.

1. Job Search Assistance (JSA)

The purpose of the JSA component is to train relatively job-ready participants in the techniques of finding a job and to supervise the actual job search. As a general rule, all participants take part in JSA at some stage of their involvement in the Employment Initiatives, unless they find employment before referral to JSA. Those who are relatively skilled may participate in JSA as one of the first components of their employability plan. Others may participate in JSA after

completing other components where they have been able to improve their job skills.

In the Wicomico Project, BET, JSA combined with Pre-employment Training (PET) is the first activity for all clients. The employability plan is developed during the clients participation in JSA.

2. Grant Diversion

Grant Diversion is available for participants who are relatively job-ready. This component is similar to the existing On-th-Job Training Programs administered by both WIN and CETA. The project staff contracts with an employer to hire a participant as a regular employee. The participant is paid at the prevailing wage by the employer, and enjoys the rights and benefits of other employees in similar jobs.

The employer receives a subsidy equal to 50% of the client's wage. The duration of the subsidy varies according to the difficulty of the skill level of the job filled by the participant. The primary source of the subsidy is AFDC funds. Normally, upon being hired for a job, a recipient loses all or part of his/her grant, depending upon grant and wage levels and the various income disregards that apply to the determination of the client's eligibility for, and the amount of, an AFDC grant. Under Grant Diversion, the recipient is treated no differently than any other working AFDC recipient; consequently, the portion of the grant paid to him/her is reduced according to existing procedures. The differences between the new grant level and the grant level in effect immediately prior to the recipient's entry into the Grant Diversion program is paid into a wage subsidy pool from which the wage subsidies are paid to employers.

3. Public Sector Work Experience

Some participants need to develop, not just specific job skills, but work habits and a work history in order to improve their employment prospects. Such participants are candidates for Public Sector Work Experience. In this component participants are placed with public or private non-profit agencies for 13 weeks in order to develop basic job skills, work habits, a work history, and a source of references. With staff approval, clients may elect to extend their Work Experience participation to 26 weeks.

4. Occupational and Remedial Training

Project staff work with various education and training agencies, including CETA prime sponsors, community colleges, and local education agencies, to develop training slots for clients. Training is available in specific occupational skills, or in basic remedial skills.

II. Summary of First Year Client Activity

A. Introduction

In both operating sites, AFDC clients required under federal law to register for WIN employment and training services were offered a range of employment related services, including job search assistance, work experience, occupational and remedial training, on-the-job training and pre-employment training.

The Baltimore City project, OPTIONS was designed to serve 1,000 active WIN registrants during the first program year. Clients were selected into OPTIONS by random assignment from 10 local DSS offices . Client intake began on November 15, 1982 in the City. By the end of the fiscal year, September 1983, 1,177 clients had been registered into the program with 593 or 50% having actively participated in an employment or training component. Reasons for non-participation included medical problems, part-time employment and full-time school attendance (See Table 5).

In Wicomico County, BET serves the County's entire WIN caseload. Client intake began October 1, 1982. By the end of September, there were 530 clients registered into the project. Of these 530 clients. 272, or 51% had actively participated in a component. Reasons for non-participation included transportation problems, medical problems, part-time employment and school (See table 2).

Although both projects have similar program components, participation in these components differs because of program structure. All BET participants are required to participate in job search assistance classes as their first activity. Should they fail to find jobs, they are placed in other employment and training components. This is not the case in Baltimore City, where OPTIONS clients are placed in job search assistance classes or other activities based.on an assessment of their need for a particular type of training or employment at any given time during their tenure in the program.

B. Wicomico County

At the end of September 1983, active BET clients had participated in the following activities:

	Number*	Percent of Active Participants (272)	Percent of Registrants (530)
Job Search Assistance (JSA/PET)	236	87%	44%
Job Practice Work Experience	115	42%	22%
Remedial Education	56	20%	10%
OJT (Grant Diversion)	20	7%	4%
Skills Training	11	4%	2%

* The sum of this column is greater than the number of active participants since clients frequently praticipate in more than one activity.

Since BET began operation in October 1982, 202 participants (38% of registrants) have entered employment, 322 (61%) have been deregistered from BET, and 20 (3.8%) recommended for sanctioning. In addition, 124 clients (23%) have been assigned to long-term-hold, a holding category which exempts them from participation. The major categories exempting clients from participation include transportation problems, medical problems, part-time employment and participation in education or training activities.

BET clients assigned to long-term-hold were exempt from participation for the following reasons:

Table 2

	Number	Percent of Registered Participants (530)
Transportation	49	9%
Medical	29	5%
Part Time Employment	24	4%
School	14	3%
Volunteer	5	1%
Prison	2	.4%
Unemployable	1	.2%

Clients in long-term-hold are contacted periodically to ensure that there has been no change in their status which would require them to participate in the program.

To characterize the reasons for BET deregistrations, 317 cases were reviewed. The results are summarized in the following table.

Table 3

Basis for Deregistration	Number	Percent of Registered Participants (530)
Employment	84	16%
Applicant Ineligible for Assistance	45	8%
Client exempt from WIN	42	8%
Client Sanctioned	20	4%
Other *	126	24%

* The "other" catagory includes clients who moved, clients who failed to report for reconfirmation of eligibility, clients who requested their case be closed and clients who were over the allowable income for program eligibility.

C. Baltimore City

In Baltimore City at the end of September, the 593 active OPTIONS clients had participated in the following activities:

Table 4

	Number*	Percent of Active Participants (593)	Percent of Registrants (1177)
Work Experience	128	22%	11%
Pre-Employment Training	93	16%	8%
Baltimore New Directions For Women (JSA/PET)	27	4.5%	2%
Job Search Assistance	130	22%	11%
Individual Job Search	120	20%	10%
Remedial Education	35	6%	3%
Skills Training	32	5%	3%
OJT	8	1%	.7%
Jobs Plus	97	16%	8%

* The sum of this column is greater than the number of active participants since clients may participate in more than one activity.

In addition, 149 people (13% of the registrants) entered employment, 181 (15%) were deregistered and 10 (.8%) recommended for sanctioning.

Finally, 460 (39%) were assigned to long-term-hold. OPTIONS clients assigned to long-term-hold were exempt from participation for the following reasons:

Table 5

	Number	Percent of Registrants
School	104	9%
Part-time Employment	54	5%
Medical	302	26%

OPTIONS clients were deregistered from the program for the following reasons:

Table 6

Reason for Deregistration	Number	Percent of Registrants
Employment	81	7%
Receiving Unemployment Insurance	22	2%
Medical	15	1%
Client Sanctioned	13	1%
Dependent Child younger than 6	12	1%
Client requested case be closed	7	1%
Client moved	5	.4%
No dependent child	3	.2%
Client over allowable income	3	.2%
Client incarcerated	2	.2%
Client failed to cooperate with DSS	2	.2%
Client withdrew application	1	.1%
Client separated from family	1	.1%
Client receiving GPA	1	.1%
DSS unable to locate client	1	.1%
Other	12	1%

III. Employment

A. The Context: High Unemployment

During the planning stage of the Employment Initiatives, the unemployment rate was a major concern. When client intake began at the BET Project, Wicomico County had a 10.4% unemployment rate. The employment situation deterioriated during the winter and unemployment reached a high of 11.9% in February, averaging 10.2% from October to April, 1983. The situation in Baltimore City was worse with unemployment at 11.3% when OPTIONS first began registering clients. The average unemployment rate in Baltimore City for months November, 1982 through April, 1983 was 11%.

Against this backdrop of high unemployment, the potential success for a training and employment program focused on a group traditionally considered hard to employ seemed limited. The experience, however, has been that even during this period of high unemployment welfare recipients became employed.

B. OPTIONS Placements

At the end of September, 149 OPTIONS clients had entered employment. The job title and wage of these jobs appear in Appendix A. In general, these are secondary sector labor market jobs. However, these jobs pay well and many involve skills that are transferable. The average wage for both public sector and private sector jobs exceed the minimum wage by $.80 an hour.

A study of 50 of the OPTIONS clients who entered employment between November 1982 and July 1983, found 32 or 64% had been AFDC applicants when they registered at OPTIONS, while the remaining 18 or 36% were welfare recipients. At registration there is an almost equal split between applicants and recipients. However, by the end of May, 9% of the registered AFDC applicants had entered employment compared to 5% of the registered AFDC recipients. Forty percent of the 50 employed clients were males. (By the end of the year, 27 percent of the employed clients were males). The average age of these clients is 31 and they had an average 10.4 years of education.

C. BET Placements

At the end of September, 202 BET clients had entered employment. The job title and wage of the jobs obtained by clients who participated in BET's JSA appear in Appendix B. The average wage for these jobs is $3.85. Although this is less than the average wage for OPTION's placements, the cost of living in Wicomico is less than that in the city. In general, the BET job placements reflect the major industries in Wicomico. For example, 15 of the 142 listed placements, or 11% are in the poultry industry which is one of Wicomico's major industries. The job title and wage of jobs obtained by clients after registration in BET and individual counseling, but prior to participation in the class appear in Appendix B1.

An analysis of the characteristics of 82 of the employed BET participants, who had attended the class, found that 56% were AFDC recipients. Forty four percent of the employed clients were male. The average age of the employed clients was 28.5 and they had an average of 10.2 years of education.

D. Placement Rates

There are a number of ways to calculate placement rates. The EI Monthly Activity reports show a conservative placement rate calculated by dividing the number of clients who entered employment by the total number of clients ever registered in the program. Since a large number of registered clients have not received program services (because they were assigned to long-term-hold or did not participate), the denominator in this placement rate includes individuals who have never actually participated in the program. In addition, the denominator is inflated by clients inappropriately referred to the program who may be deregistered later on.

A more accurate indicator of program success in an active participant rate, calculated by dividing the number of clients who entered employ - ment by the number of clients who actually participated in program components. At the end of September, there were 593 active participants in OPTIONS and an active participant placement rate of 25%. In BET, there were 272 active participants at the end of September, for an active participant placement rate of 74%. The overall active participant placement rate for both EI projects was 41%.

IV. Program Components

A. Job Search Assistance

The BET project is characterized by "up front" job search assistance (JSA) combined with pre-employment training (PET). The JSA activities include instruction in job seeking skills, some occupational investigation, "job club", and employer interviews. The PET includes training in successful work habits and attitudes. Through group discussions, employer presentations, and participation in simulated job situations (such as a mock assembly line), participants learn how to meet employer expectations and to appropriately handle situations which may come up on the job. With few exceptions, all clients who entered the BET program are assigned to a 3 week class which combines pre-employment training with job search assistance. However, some clients find employment prior to class participation. If, upon termination from the class, a client fails to find employment he/she will be considered for other component activities. At the end of September, 236 or 44% of BET's registrants, and 87% of BET's active participants had participated in job search assistance. Approximately half of the participants in JSA were applicants at registration.

In contrast, the OPTIONS Program selects only job ready clients to participate in job search assitance. Through July, OPTIONS JSA included a one week workshop to teach clients how to look for a job, get a job, and keep a job followed by three weeks of structured, supervised job search activities. The 66 clients who had participated in group JSA by the end of June represent 8% of the clients registered in OPTIONS to that date. Half of the participants in JSA were applicants for AFDC when they registered for the OPTIONS program (i.e. when they registered for WIN). Of these 66 clients who participated in JSA, 15 or 23% had entered employment by the end of June. Of the 15 who entered employment, 7 or 47% were applicants for AFDC when they registered for the OPTIONS program.

Although only 66 OPTIONS clients had participated in the group JSA component at the end of June, a number of other clients participated in components which included JSA as part of their activities. Twenty clients participated in JSA combined with PET and 62 clients participated in individual job search activities. In order to increase the number of participants in OPTIONS group JSA, there was a change in the component beginning on August 1. The length of JSA was increased to two months with additional emphasis on the motivational aspect of obtaining and keeping a job. By the end of September, 130 clients (11% of the registrants) had participated in JSA.

B. Grant Diversion/OJT

An innovative approach to financing On-th-Job Training (OJT) for welfare recipients is the diversion of welfare grants to a wage subsidy pool. In the Employment Initiatives, BET and OPTIONS clients are placed in OJT positions and paid at the prevailing wage. The employer receives a subsidy equal to 50% of the client's wage for a pre-defined training period which varies with the skill level of the job. In general, no job is subsidized longer than 6 months. The primary source of the subsidy is AFDC funds. At the end of the training period the employer is required to hire the employee and pay the entire wage.

BET. In the BET project, twenty OJT contracts had been written by the end of September. Appendix C lists the OJT jobs and the wage the client was paid to be trained. The average wage is $3.74. The average length of the subsidized period specified in these contracts is 62 days or two months. By the end of September, 12 (60%) of the BET Grant Diversion-OJT placements had turned into unsubsidized employment.

OPTIONS. In the OPTIONS Project, at the end of September, 8 clients had been placed in Grant Diversion subsidized OJT positions. The average wage of these positions is $3.82. The Job title and training wage appear in Appendix D.

At this point in the project, the number of Grant Diversion positions filled by OPTIONS clients has been lower than originally anticipated. In part this situation results from the fact that OJT positions were not developed specifically for OPTIONS clients who had to compete with other MOMR clients for the positions. Currently, steps are being taken to enable OPTIONS staff to increase the number of placements into OJT positions. Specifically, jobs are being developed which take into account the skill levels of the average welfare recipient. In addition, OPTIONS clients are being given priority for MOMR's existing OJT positions.

C. Work Experience

In this component, participants are placed with public or private non-profit agencies for 13 weeks in order to develop basic job skills, work habits, a work history and a source of references.

BET Work Experience. Through September, 115 clients (42% of the active participants) had participated in BET's Job Practice, the Wicomico County Employment Initiatives Work Experience Program. Appendix E lists BET Work Experience Sites and some typical Work Experience Jobs. These jobs require only basic skills, such as filing, typing and driving, in an environment emphasizing the importance of good work habits. According to the Project Manager, both employers and participants find this a valuable experience.

OPTIONS Work Experience. Through September, 128 clients (22% of the active participants) had participated in OPTIONS Work Experience. Appendix F lists the Work Experience Sites and some typical Work Experience Jobs. Again, as in Wicomico, both employers and participants find this to be a rewarding activity.

V. Day Care Services

As part of the planning process for the Employment Initiatives, provisions were made to ensure that all clients in need of Day Care could receive it. During the first six months of operation, staff from both projects have reported a limited use of available Day Care by program participants. However, staff believe that as participation in the program becomes more prolonged, clients will become more interested in structured Day Care arrangements. In addition, it has been suggested that the special nature of WIN registrants limits their need for Day Care relative to regular AFDC clients. Since no single parent is required to participate in WIN if she/he has dependent children younger than 6 years of age, it may be that some clients have no need for regular Day Care and require only after school care. In addition, although all AFDC-UP families are required to register an employable parent with WIN, many of these families will not require Day Care services since the non-working parent can care for the children.

In order to address the issue of under utilization of Day Care, client case records were reviewed to determine plans for child care. A total of 219 BET case records were reviewed with the following results:

Table 7

	Number	Percent
Using Licensed Day Care (Title XX)	17	7.8%
Using In-Home Day Care*	15	6.8%
Older children in home (15 years and older)	25	11.4%
Relative Caring for child	40	18.3%
Children in school	8	3.6%
Spouse caring for children	104	47.5%
Youth (client has no children)	7	3.2%
Unborn (client pregnant)	1	0.4%
Head Start	1	0.4%
Friend living in home	1	0.4%

The Child Care plans of 90 active OPTIONS cases were reviewed. The results follow:

Table 8

	Number	Percent
Using Licensed Day Care (Title XX)	19	21.0%
Using In-Home Day Care*	3	3.3%
Neighbor or relative caring for child	45	50.0%
Children old enough to care for selves	17	18.9%
Request for Title XX Day Care	3	3.3%
Uncertain	3	3.3%

*Paid for out of project funds.

The study of child care indicates that the majority of clients had child care arrangements. This is consistent with other research suggesting that individuals prefer to make their own child care arrangements.

To pursue the Day Care issue further, a survey of OPTIONS clients was conducted. The focus of the survey is barriers to employment. Since child care is frequently reported to be a barrier to employment, clients were asked about their current child care arrangements and their attitude toward available alternatives, especially licensed Day Care. In addition, clients were asked about their general health, transportation needs, and perceptions of the economic benefits of employment relative to welfare. The results of the survey will be available in early 1984.

VI. Evaluation

The Manpower Demonstration Research Corporation is conducting the evaluation of Maryland's Employment Initiatives. During the period October 1, 1982 to September 30, 1983, MDRC's primary focus has been on data collection activities for the impact analysis, the cost-benefit analysis and the process analysis.

Data collection for the process analysis included interviewing key actors in the development of Maryland's Employment Initiatives for purposes of writing a background paper focusing on the political climate and the personal and programmatic considerations that determined the shape of Maryland's Employment Initiatives. In addition, baseline interviews with OPTIONS and BET staff were conducted. These interviews focused on the staff's beliefs and expectations for the program and the clients with whom they would be dealing On site observations were made for purposes of describing program components and client flow. Finally, work began on a study of work experience worksites which will address such issues as supervision, skills development, displacement of regular employees and value of output of the work performed.

The major work on the impact analysis focused on collecting background information on each participant through a client information sheet and the acquisition of data from the various automated systems. These include ESARS, ADS, AFDC, and unemployment insurance earnings files. In addition, the random assignment in the city project was implemented and continually monitored to ensure that the appropriate sample size would be realized.

Although the final report on the evaluation will not be available until 1985, we anticipate having some preliminary assessment of the program from MDRC by late spring, 1984. This interim report will focus on the implementation of the program model in the two operational sites. It will include data on client participation in both WIN and the Employment Initiative Projects.

VII. Plans for the Second Year

A number of changes are planned for the Employment Initiatives Projects in their second operational year. These changes resulted from the experience of operating the program for a year as well as changes due to Federal and State legislation.

The end of CETA and the emergence of the Jobs Training Partnership Act (JTPA) program effective October 1, 1983, were events requiring modifications in the original Employment Initiatives projects' structure and operations. Since CETA was a source of EI funds, the Service Delivery Areas under JTPA had to agree to provide EI funds after October, 1983. Furthermore, the creation of the Department of Employment and Training (DET) required changes in the EI program.

Organizationally, central management of the Employment Initiatives program will remain with the Department of Human Resources. In Baltimore City, MOMR will continue its past role in the OPTIONS project, although now as an SDA rather than as the CETA prime sponsor. The administration of BET will shift from TEO, the CETA balance-of-state prime sponsor, to the Department of Human Resources staff.

Programatically, BET will remain basically unchanged except for increased emphasis on skills training due to an increase in available resources from the Lower Shore SDA. The Baltimore City Project is shifting to a new model called OPTIONS II. In OPTIONS II registration for WIN and the assessment of clients to participate in employment and training activities will occur at the local DSS office rather than at the manpower service center. Thus, when a client is referred to MOMR for services, that client will be assessed to be ready to participate in employment related activities. Failure to comply with the participation requirements and any necessary client santioning will be performed by the DSS as well. It is anticipated that this new model will increase the efficiency with which clients receive services as well as the number who become employed.

APPENDICES

APPENDIX A

OPTIONS PLACEMENTS

11/15/83 - 9/30/83

Self Employment	Wage	Sex
Child Care Worker	$ 3.35	F
Public Sector Employment		
Clerical Aide	$ 3.35	F
Clerk	3.50	F
Trooper Candidate	5.35	M
Laborer	5.64	M
Maintenance Mechanic	6.55	M
Office Assistant	3.35	F
Janitor	3.35	M
Office Assistant	5.12	F
Clerical Aide	3.35	F
Courier	3.35	F
Clerk Typist	5.85	F
Mechanic	5.64	M
Clerk	3.35	F
Clerk Typist	3.35	F
Warehouse Worker	3.50	M
Asst. Professor	9.99	M
Private Sector Employment		
Sewing Machine Operator	3.35	F
Barmaid	3.35	F
Assembler	8.70	F
Hand Packager (3)	3.35	F
Janitor	3.35	M
Laborer	5.00	M
Laborer	3.90	M
Meat Grading Machine Operator	7.25	M
Dishwasher	3.35	F
Packer	4.30	F
Cashier (2)	3.35	F
Inspector-Sales	4.90	M
Barmaid	3.35	F
Welder	8.00	M
Industrial Painter	12.85	M
Laborer	7.50	M
Material Handler	3.35	F
Administrative Assistant	6.90	F
Laundry Aide	3.35	F
Security Guard	3.40	M
Counter Attendant	3.50	F
Meat Grading Machine Operator	7.25	F
Assembler	3.75	F
Packer	4.75	F

Private Sector Employment Continued

	Wage	Sex
Baker	$ 3.75	F
Tacker	5.62	F
Driver/Loader	5.95	M
Washing Machine Repair	3.35	M
Laborer	3.35	F
Security Guard	3.35	F
Meat Cutter	3.35	F
Medical Secretary	4.50	F
Laborer	6.45	M
Machine Operator	4.30	F
Waitress	3.35	F
Nurse Aide	3.45	F
Counterperson	3.35	F
Cashier	3.35	F
Laborer	3.35	M
Food Service Worker	3.35	F
Painter/Maintenance	3.35	M
Printer	4.50	M
Cashier	3.35	F
Housekeeper	4.96	F
Produce Helper	4.75	M
Night Checking Clerk	4.00	F
Warehouseman	7.00	M
Babysitter	3.35	F
Domestic	3.35	F
Security Officer	3.50	F
Salesperson	3.35	F
Presser	3.50	F
Bookbinder	3.69	F
Trackman	8.75	M
Cashier	3.35	F
Nursing Assistant	3.40	F
Cook	3.35	F
Security Guard	4.00	M
Cook	4.25	F
Carpenters Helper	4.50	M
Housekeeper	3.75	M
Housekeeper	3.55	F
Shelter Aide	3.35	F
Housekeeper	3.35	F
Insulator	5.00	M
Seamstress	4.05	F
Baker	3.35	F
Telphone Solicitor	3.50	F
Tax Examiner	5.05	F
Electricians Helper	4.50	M
Binder Collator	3.35	F
Barmaid	3.35	F
Caterer	3.75	F
Bartender	3.35	F
Assistant Cook	3.35	F
Cashier	3.75	F
Bindery Worker	4.00	M

Private Sector Employment Continued	Wage	Sex
Housekeeping	$ 3.35	F
Janitor (2)	3.35	F
Bookkeeper	4.00	F
Daycare Aide	3.35	F
Administrative Assistant	3.75	M
Attendant	3.35	F
Waitress	3.50	F
Food Service Worker	3.35	F
Carpenter	5.00	M
Salesperson	3.50	F
Nurse Aid	3.35	F
Barmaid	3.35	F
Food Service Worker	3.35	F
Food Service Worker	3.35	F
Cleaner	3.35	F
Housekeeper	5.06	F
Janitor	3.35	F
Food Service Worker	3.35	F
Clerk Cashier	3.35	F
Trimmer	3.35	F
Area Manager	5.00	M
Daycare Aide	4.77	F
Hair Cutter	3.35	F
Baker	4.00	F
Dental Assistant	3.35	F
Prep. Cook	4.00	F
Phusical Therapist	5.00	F
Cashier	3.50	F
Assembler	3.75	F
Assembler	3.75	F
Assembler	3.75	F
Laborer	5.96	M
Packer	3.35	F
Cashier	3.35	F
Factory Worker	4.00	F
Assembler	3.75	F
Assembler	3.75	F
Custodian	3.35	F
Assembler	3.75	F
Babysitter	3.35	F
Computer Salesperson	3.40	F
Counter Person	3.35	F
Stock Clerk	3.35	M
Assembler	3.75	F
Electronic Technician	6.90	M
Counter Person	3.35	F
Pipe Layer	3.35	M
Cashier	3.35	F
Nursing Assistant	3.35	F
Meat Handler	4.00	F
Receptionist Secretary	4.00	F

Average Wage = $4.15
Average Wage for Women = $3.75
Average Wage for Men = $5.33

APPENDIX B

BET PLACEMENTS*
(Clients Participated in JSA/PET)
9/28/82 - 9/30/83

Job Title	Wage	Sex
Poultry Eviserator	$ 4.64	F
Poultry Vaccinator	3.80	F
Porter	3.50	M
Salesperson	3.40	F
Poultry Trimmer	4.50	F
Secretary	3.35	F
Press Operator	4.25	M
Porter	3.50	M
Office Clerk	3.35	F
Truck Driver	5.00	M
Cleaner	3.35	F
Maintenance Repairer	3.35	M
Cashier	3.40	F
Sales Clerk	3.35	F
Sales Clerk	3.35	F
Sales Clerk	3.35	F
Sales Clerk	3.35	F
Gift Wrapper	3.35	F
Laundry Worker	3.35	F
Receptionist	5.25	F
Computer Operator	3.35	F
Cook	4.50	M
Cannery Worker	5.59	F
Construction Worker	3.35	M
Construction Worker	3.35	M
Delivery Man	3.35	M
Cannery Worker	5.49	F
General Laborer	3.50	M
Material Handler	4.40	M
Construction Helper	3.35	M
Shipping Clrk	3.35	F
Chauffer	3.45	F
Salesperson	3.35	F
Personal Attendant	3.50	F
Roofer	3.75	M
Sewing Machine Operator	3.75	F
Poultry Eviserator	4.45	F
Cannery Worker	5.59	M
Cannery Worker	5.59	F
Auto Mechanic	3.35	M
Insurance Agnet	6.75	M
Nursery Laborer	3.35	M
Auto Mechanic	4.00	M
Gardener	3.35	M
Roofer	3.60	M
Short Order Cook	3.35	F

BET PLACEMENTS (continued)

Job Title	WAGE	SEX
Construction Worker	$ 6.00	M
Cashier	3.40	F
Housekeeper	3.35	F
Truck Driver	3.50	M
Housekeeper	3.35	F
Transcribing Clerk	4.25	F
Food Service Worker	3.35	F
Commercial Cleaner	3.50	M
Commerical Cleaner	3.50	M
Personal Attendant	3.35	F
Well Digger	3.35	M
Commercial Cleaner	3.50	M
Tile Layer	3.35	M
Salesperson	3.35	F
Poultry Eviserator	4.74	F
Clerk	5.25	F
Sewing Machine Operator	3.35	F
Person Attendant	3.35	F
Electronics Assembler	3.50	F
Secretary	3.45	F
Plumber's Apprentice	4.00	M
Housekeeper	3.35	F
Sales Clerk	3.35	F
Building Maintenance	3.35	M
Commercial Cleaner	3.50	F
Poultry Eviserator	4.74	F
Construction Worker	4.25	M
Painter	4.95	M
Security Guard	4.00	M
Painter	5.00	M
Painter	5.00	F
Personal Attendant	3.65	F
Motel Maid	3.35	F
Painter	3.35	M
Poultry Dressing Worker	4.45	F
Commercial Cleaner	3.50	F
Planner - Operator	3.35	M
Commercial Cleaner	3.50	M
Commercial Cleaner	3.50	M
Grounds Keeper	3.35	M
Poultry Eviserator	4.74	F
Warehouse Worker	3.35	M
Commercial Cleaner	3.50	F
Clerk-typist	3.35	F
Poultry Vaccinator	4.00	F
Chauffer	3.45	F
Counter Attendant	3.35	F
Laundry Worker	3.70	F
Nurses Aide	3.35	F
Counter Attendant	3.35	M
Sitter	5.00	F
Housekeeper	3.40	F

Job Title	WAGE	SEX
Poultry Hanger	$4.65	M
Nurses Aide	3.35	F
Clerical	3.35	F
LPN	4.50	F
Maid/housekeeper	3.35.	F
Maid	3.50	F
Nurse's Aide	3.35	F
Construction Worker	4.00	M
Upholster Apprentice	3.35	M
Supervisor	3.35	F
Deboner	4.64	M
Poultry Hanger	5.04	F
Child Monitor	5.00	F
Service Station Attendant	3.50	M
Painter	4.00	M
Cashier	3.35	F
Assembler	7.99	F
Cosmetologist	3.35	F
Laborer	3.35	M
Laborer	3.35	M
Service Station Attendant	3.35	M
Custodian	4.18	M
Maid	3.40	F
Sitter	3.35	F
Maintenance	3.35	M
Nurse Aide	3.35	F
Dietary Aide	4.00	F
Sales Clerk	3.35	F
Administrative Assistant	5.00	F
Salad Maker	3.35	F
Waitress	3.35	F
Painter	4.00	M
Mover	4.00	M
General Clerk	4.51	F
Donut Icer	3.35	F
Line Worker	4.25	F
Mover	3.50	M
Upholsterer	3.35	F

Average Wage = $3.85
Average Wage for Women = $3.84
Average Wage for Men = $3.86

Job Title*	Wage	Sex
Waitress	2.29 + Tips	F
Waitress	2.29 + Tips	F
Waitress	2.70 + Tips	F
Field Work	15.00/day	M
Field Work	15.00/day	F

*These jobs are not included in calculation of average wage.

APPENDIX B-I
BET PLACEMENTS
(Clients Employed Prior to Participation in JSA/PET)

9/28/82 - 9/30/83

Job Title	Wage	Sex
Nurses Aide	3.55	F
Nursery School Attendant	3.35	F
Waitress	3.35	F
Yard Worker (Self Employed)	6.00	M
Farm Worker	3.50	M
Body Work (Self Employed)	5.00	M
Sewing Machine Operator	3.35	F
Painter	5.00	M
Cashier	3.35	F
Poultry Vaccinator	4.00	F
Counter Attendant	3.35	F
Housekeeper (3)	3.35	F
Service Station Attendent	3.35	M
Material Handler	3.35	F
Nurses Aide	3.35	F
Cannery Worker	3.35	F
Food Service Supervisor	10.00	M
Chicken Catcher	4.00	M
Counter Worker	3.35	F
Chicken Vaccinator	4.50	F
Carpenter Helper	3.35	M
Package Handler	4.75	M
Sales Representative	4.25	F
Chicken Eviscerator	4.64	M
Nurses Aide	3.35	F
Cashier	3.35	F
Oyster Shucker	3.35	F
General Clerk	3.35	F
Industrial Cleaner	3.35	F
Chicken Eviscerator	4.74	F
Personal Attendant	5.00	F
Electrician	7.50	M
Maintenance Mechanic	4.50	M
Private Sitter	3.35	F
Salesperson	4.00	M
Field Worker	3.70	M
Contruction Worker	7.00	M
Merchandise Assistant	3.35	F
Housekeeper	3.40	F
Nurses Aide	3.35	F
Roofer	4.00	M
Secretary	4.35	F
Line Worker	4.52	F
Cannery Worker	5.59	F
Machine Set Up Operator	4.25	M
Sewing Machine Operator	3.35	F
Hand Packager	3.35	F

Job Title	Wage	Sex
Cashier	5.00	F
Concrete Vault Maker	3.35	M
Title Clerk	3.75	F
Horticulture Worker	3.35	F
Checker	3.35	F
Nurses Aide	3.35	F
Merchandise Driver	3.35	F
Laborer	4.75	M

Average Wage = $4.08
Average Wage for Women = $3.68
Average Wage for Men = $4.88

Day Worker*	$20/day	F

*This job not included in the average wage calculation

APPENDIX C

BET GRANT DIVERSION/OJT PLACEMENTS

Job	Wage	Sex
Secretary*	$3.45	F
Chauffeur*	3.45	F
Doughnut Icer*	3.35	F
Electronic Assembler*	4.00	F
Administrative Assistant*	5.00	F
Secretary	3.35	F
Furniture Upholsterer*	3.35	M
Construction Worker*	4.00	M
Kennel Attendant	3.35	F
Chauffeur*	3.45	F
Kennel Attendant	3.35	F
Roofer Apprentice*	3.50	F
Furniture Upholsterer*	3.35	F
Industrial Cleaner	5.00	M
Kennel Attendant	3.35	F
Doughnut Icer	3.35	F
Sales Clerk*	3.35	F
Hand Packer	3.35	M
Industrial Cleaner	5.00	M
General Clerk*	4.51	F

Average Wage = $3.74
Average Wage for Women = 3.61
Average Wage for Men = 4.14

*Has turned into unsubsidized employment

APPENDIX D

OPTIONS GRANT DIVERSION/OJT PLACEMENTS

Job	Wage	Sex
Baker	4.00	F
Welder	4.00	F
Carpenter	4.00	F
Painter	4.00	F
Security	3.40	F
Insulator*	4.50	M
Home Health Aide	3.35	F
Home Health Aide	3.35	F

Average Wage = 3.82
Average Wage for Men = 4.50
Average Wage For Women = 3.73

* Has turned into unsubsidized employment.

APPENDIX E

BET WORK EXPERIENCE SITES

Department of Social Services
Employment Office
BET Office
Shore-up
- MAC Center
- Head Start
- Daycare Center

Board of Education
Deers Head
Health Department
Lakeview Apartments
Family Support Agency
Pine Bluff Center
Public Library
American Heart Association
Holly Center
County Civic Center
County Zoning and Planning Office
Salisbury State College
County Nursing Home
Sheltered Workshop
Department of Motor Vehicles
Detention Center
Wicomico County Purchasing Office

A SAMPLE OF TYPICAL WORK EXPERIENCE JOBS

Van Driver
Maintenance
Outreach Worker
Case Aide
Clerical
Teaching Aide
Secretary
Accounting Clerk
Transportation Aide
Dietary Aide
Housekeeper
File Clerk
Painter
License Photographer

APPENDIX F

OPTIONS WORK EXPERIENCE SITES

Baltimore City Agencies

Civic Center
Civil Service Commission
Convention Center
Education
Finance
Fire
Health
Housing and Community Development
Jail
Library
Mayor's Office of Manpower Resources
Museum of Art
Office of Intergovernmental Research
Office of Occupational Medicine and Safety
Parks
Planning
Police
Public Works
Recreation
State's Attorneys' Office
Mayor's Office of Telecommunications
Transit and Traffic
Wage Commission
City Hospitals

State Agencies

Rosewood Center

Private Non-Profits

Baltimore Museum of Industry
Baltimore New Directions for Women
Big Brothers and Big Sisters
Chimes
Credit Union Management and Services, Inc.
Echo House Foundation
First Baptist Daycare Center
International Visitors Center of Baltimore
League for the Handicapped
Morris Mechanic Theatre
Office of Promotion and Tourism
O.I.C.
Project P.L.A.S.E.
Stella Maris Hospice
Volunteers of America
Y.W.C.A.
East Baltimore Youth Service Center

SAMPLE OF TYPICAL WORK EXPERIENCE JOBS

Teller's Assistant
Nurse's Assistant
Receptionist
Clerical Aide
Patient Aide
Security Guard
Reproduction Clerk
Transportation Aide
Clerk Typist
Custodial Worker
Counselling Aide
Bookkeeping Aide
Planning Assistant
Environmental Service Employee
Switchboard Operator
Laboratory Aide
Attendance Monitor
Fiscal Aide
Graphics Aide
Health Inspector Aide
Recreation Aide
Food Service Aide
Laundry Aide
Medical Records Clerk
Intake Clerk
Tutor
Library Aide
Research Aide
Daycare Aide